
Best Value For Every Dollar Spent

*Tangible Result Driver – Pat Goff,
Chief Financial and Administrative Officer*

Providing the best value for every dollar spent means MoDOT is running its business as efficiently and effectively as possible. A tightly managed budget means more roads and bridges can be fixed. That keeps Missouri moving. This is one of MoDOT's values because every employee is a taxpayer too!



Best Value for Every Dollar Spent

Number of MoDOT employees (in salaried positions)

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

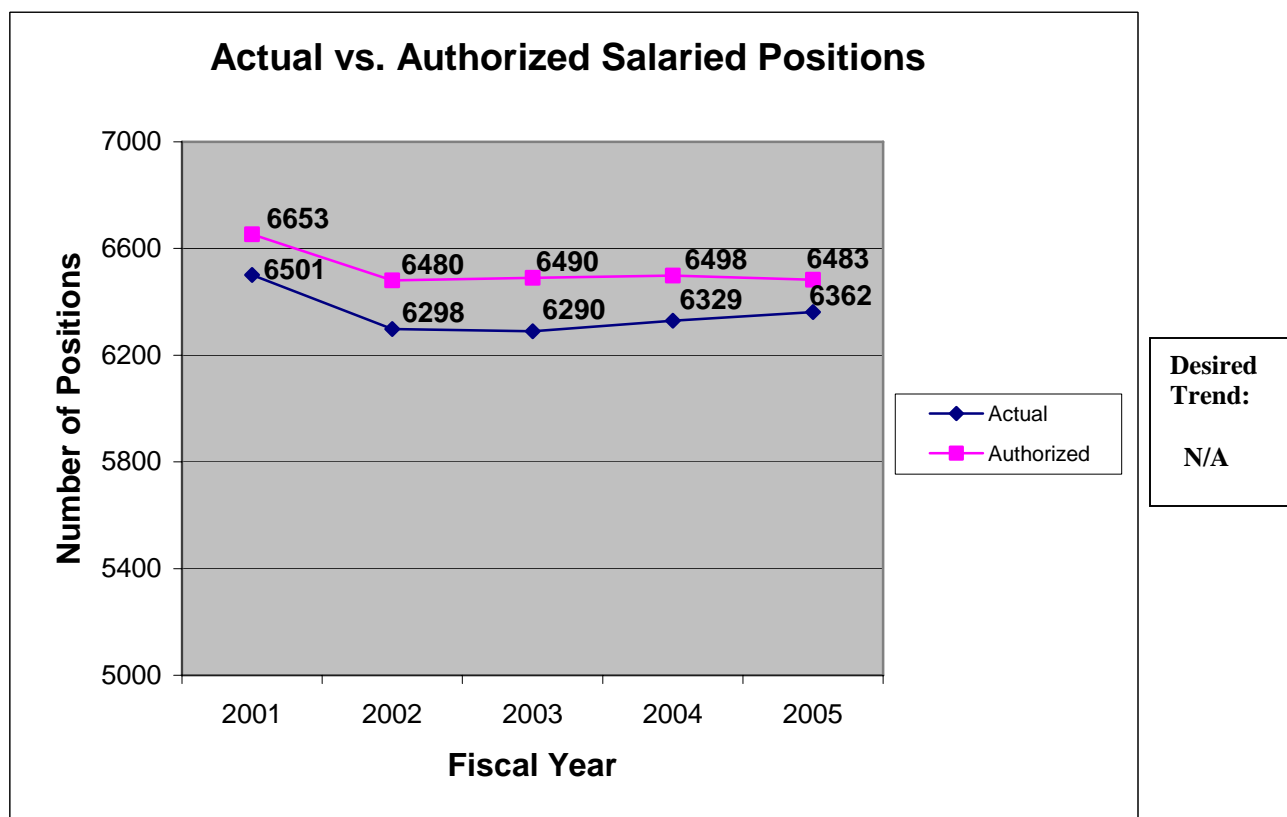
This measure tracks the growth of the department.

Measurement and Data Collection:

The data is collected and reported in the first quarter of each fiscal year. The data is a high level view of overall staffing at MoDOT in relation to authorized positions that could be filled.

Improvement Status:

Employment levels (both actual and authorized) are below the levels of the 1990s and early years of this decade. Authorized positions remain relatively stable and MoDOT's actual employment numbers are still well below authorized levels, although it is notable that the gap between the two has been closing over the last two years (due to increasing actual positions rather than decreasing authorized positions).



Best Value for Every Dollar Spent

Percent of work capacity based on average hours worked

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

This measure shows the how many hours the average employee works. It can assist management in determining staffing and productivity levels.

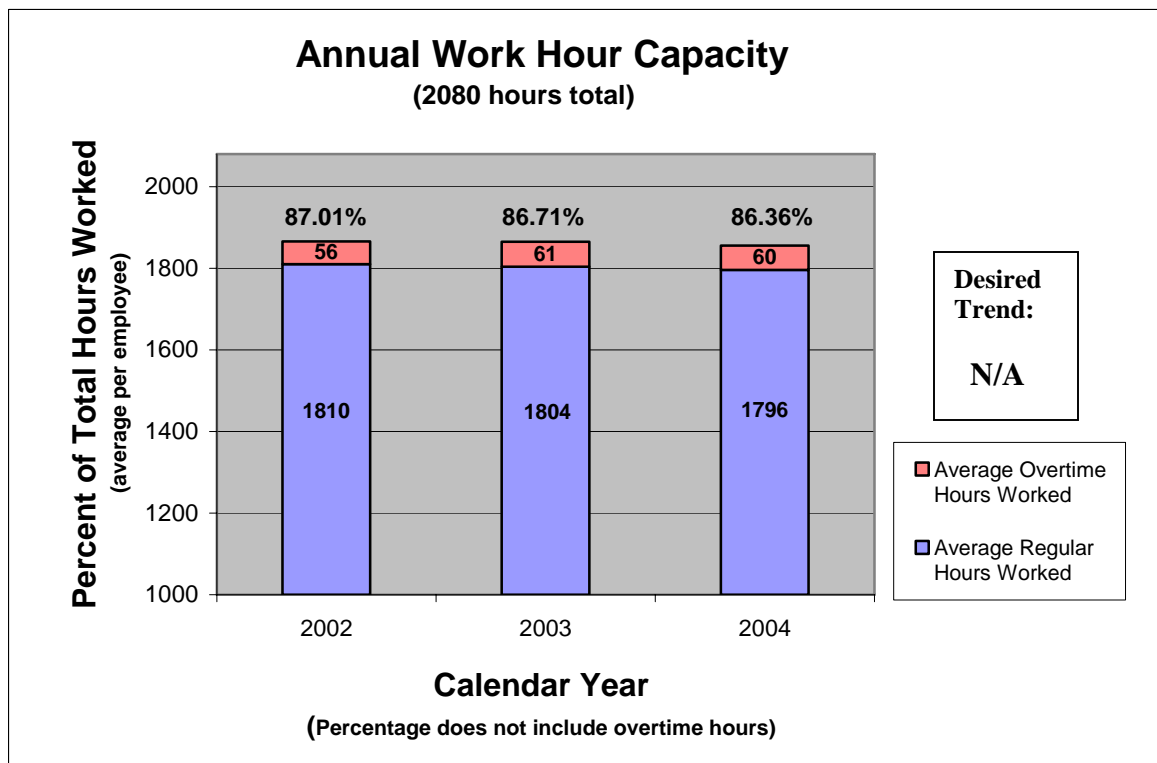
Measurement and Data Collection:

This measure tracks organizational work capacity based on average regular hours worked and average overtime hours worked by employees. This measure also tracks the percentage of regular hours available that are worked.

Average regular hours worked does not include seasonal or wage employees. Overtime hours does not include exempt, seasonal or wage employees. Annual leave and sick leave are held constant and are accounted for in determining the percentage of available hours worked.

Improvement Status:

Baseline is still being established, but the trend appears relatively flat. Employees in 2004 worked, on average, one day less than in 2003. Current numbers reflect updated information and differ from that reported in previous Tracker publication.



Best Value for Every Dollar Spent

Rate of employee turnover

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

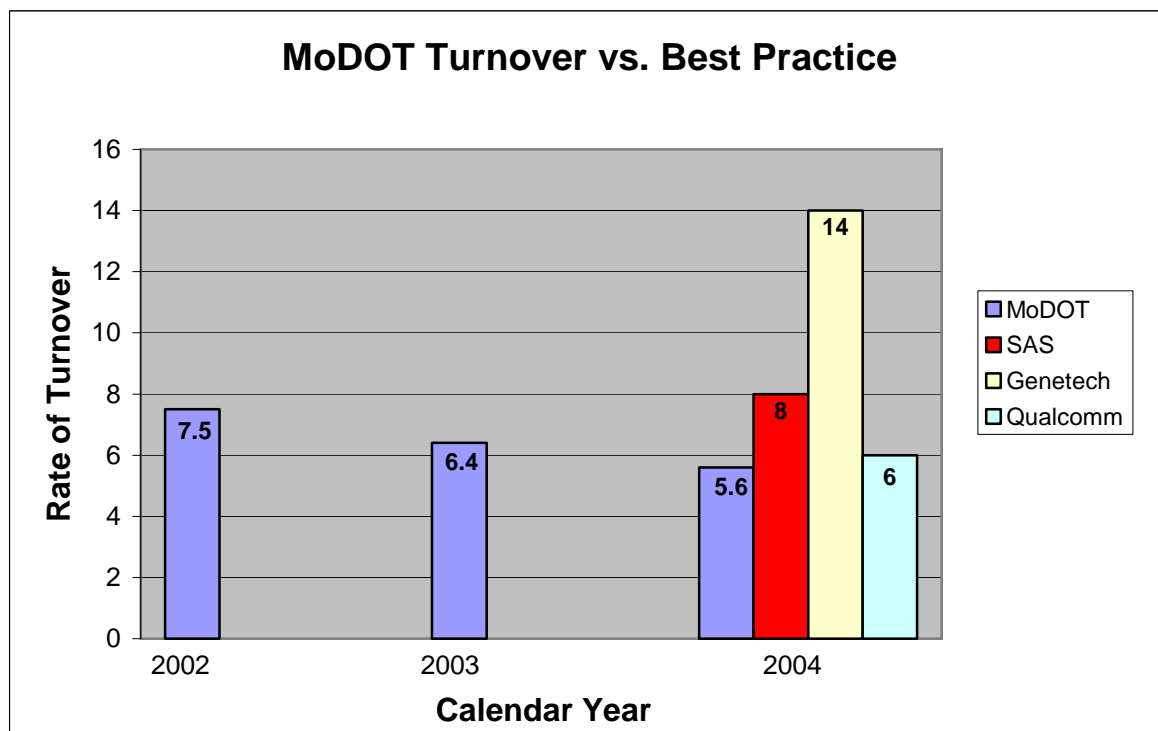
This measure tracks the percentage of employees who leave MoDOT annually in comparison to similar-sized, like organizations that are judged to be the best in terms of turnover and as the place to work.

Measurement and Data Collection:

The data will be collected statewide to assess employee overall turnover. Comparison data will be collected from various sources annually. SAS, Genetech and Qualcomm were selected for comparison this measurement period based on best practice turnover rates, employee friendly practices and benefits according to *Graduating Engineer*.

Improvement Status:

No steps toward improvement of this measure are being undertaken because it is historically low and the recent trend has been downward. The turnover rate decreased from 2003 to 2004 because fewer employees left employment with MoDOT.



Best Value for Every Dollar Spent

Percent of satisfied employees

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

This measures the level of employee satisfaction throughout the department in comparison to the organization reporting the best levels of employee satisfaction using the same survey instrument.

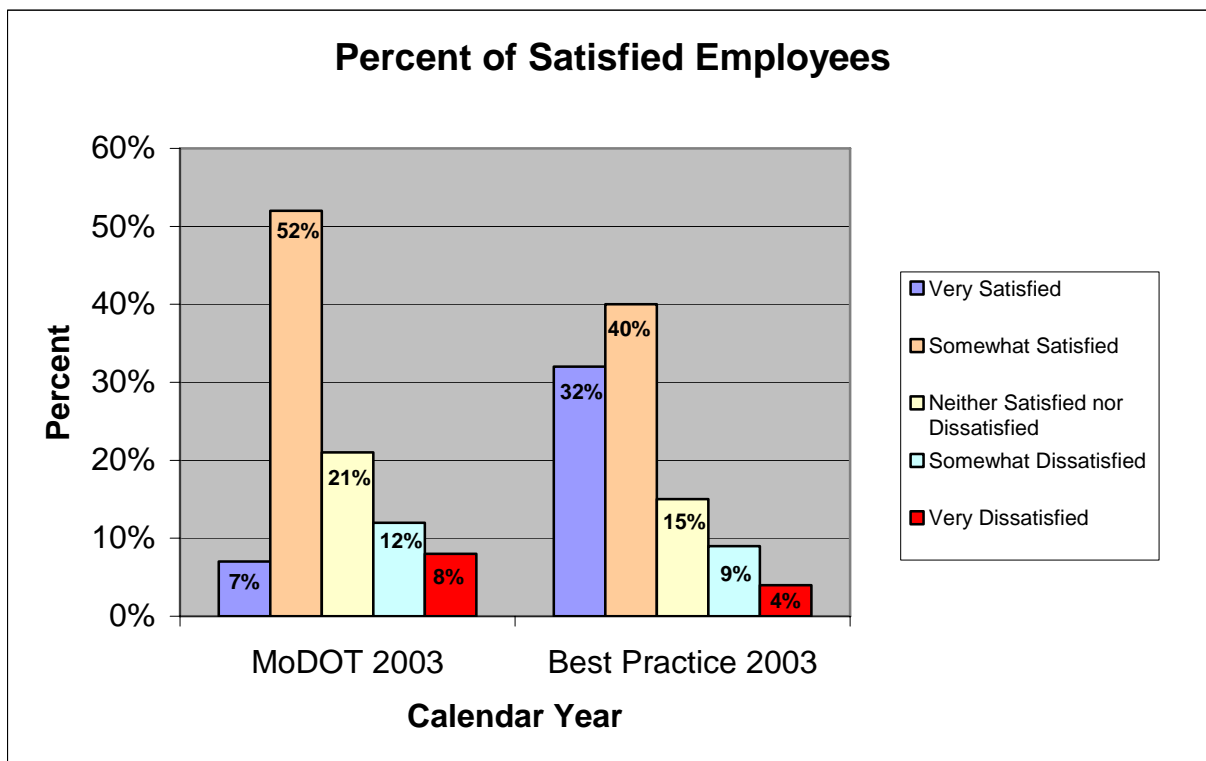
Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey (Organizational Performance Survey). Comparison organization data is collected from the vendor of the OPS.

This metric will be measured again via a department wide employee survey in July 2005.

Improvement Status:

Several concerns made known by employees in the last employee satisfaction survey led to organizational initiatives to address them. Further initiatives will be considered after the new survey is administered during Fall '05. The new survey will also allow improvement to be verified and a trend to be obtained.



Best Value for Every Dollar Spent

Number of lost work days per year

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Beth Ring, Risk Management Director

Purpose of the Measure:

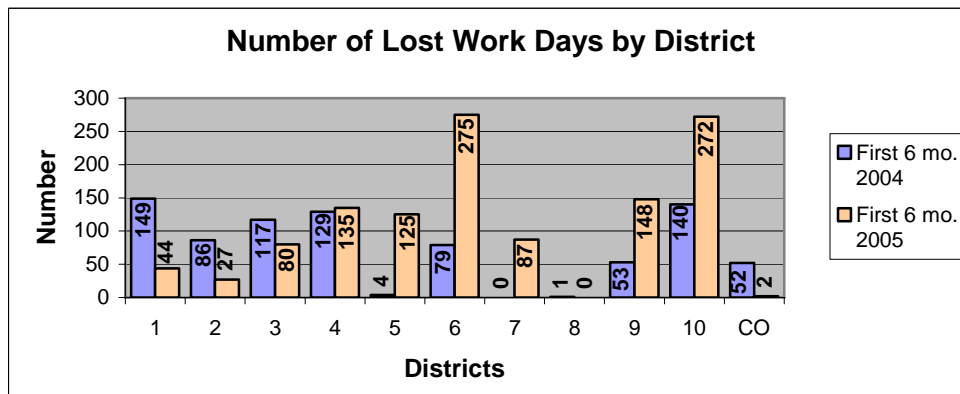
This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods. Lost workdays due to injuries reduce productivity and increase costs.

Measurement and Data Collection:

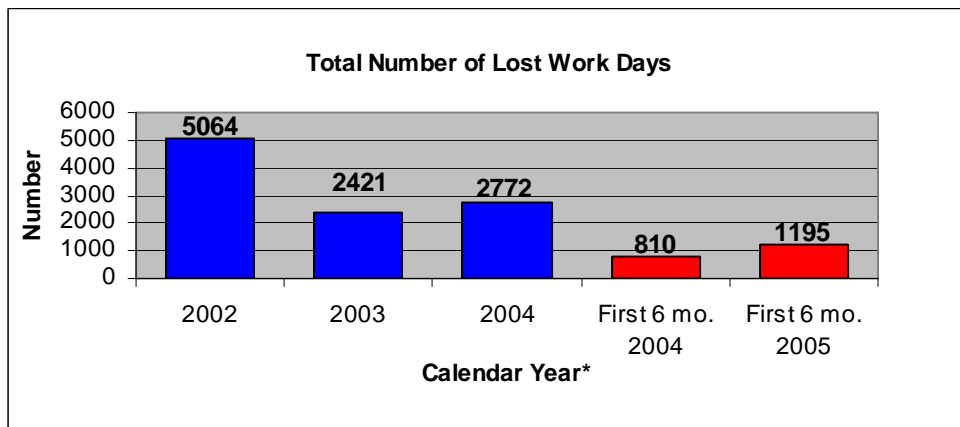
The data is collected from Riskmaster, the risk management software, and reported quarterly.

Improvement Status:

The number of lost workdays for the six months ended June 30, 2005 is 48% higher than the same period last year. The number of incidents has remained relatively constant at 68. The results indicate that the injuries sustained this year are more severe than last year. The largest increases took place in Districts 5, 6, 9 and 10.



Desired Trend:



Desired Trend:



*Note full calendar years are displayed in blue and quarters are displayed in red.

Best Value for Every Dollar Spent

Information Systems expenditures per salaried position

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

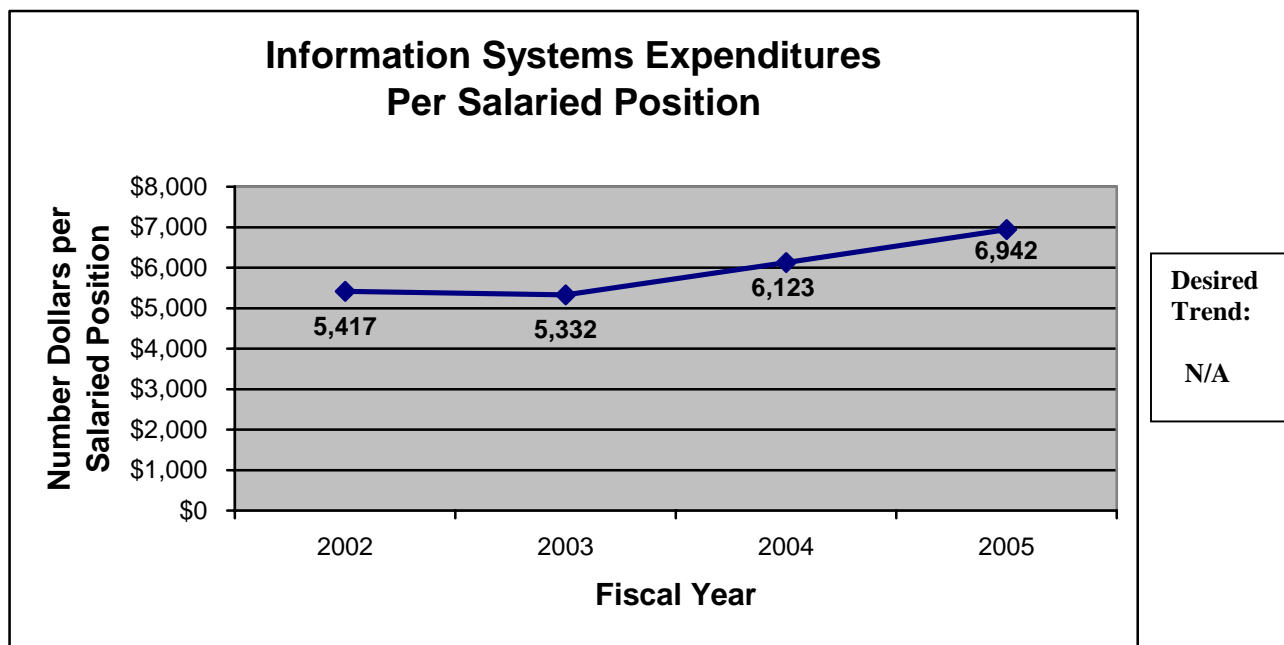
The measure tracks the cost of information systems for the department.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures include all costs associated with District and Central Office IS divisions. Not included are the employer's share of Social Security/Medicare taxes or state match for deferred compensation. Also excluded are telecommunications charges for the entire department. Expenditures classified as the following by divisions other than IS divisions: information technology supplies, information technology outsourcing, information technology consulting and services, computer hardware & software maintenance services, computer equipment and software.

Improvement Status:

The graph reflects an increase in expenditures per salaried position. An accelerated completion date for the Motor Carrier Services' integrated software project, a technological improvement, resulted in approximately \$3.5 million additional FY 2005 expenditures, or \$560 per salaried position. Technological investment decisions by the Department will impact the expenditures per salaried position in any given fiscal year.



Best Value for Every Dollar Spent

Fleet expenditures per salaried position

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

The measure tracks the cost of the department's fleet equipment.

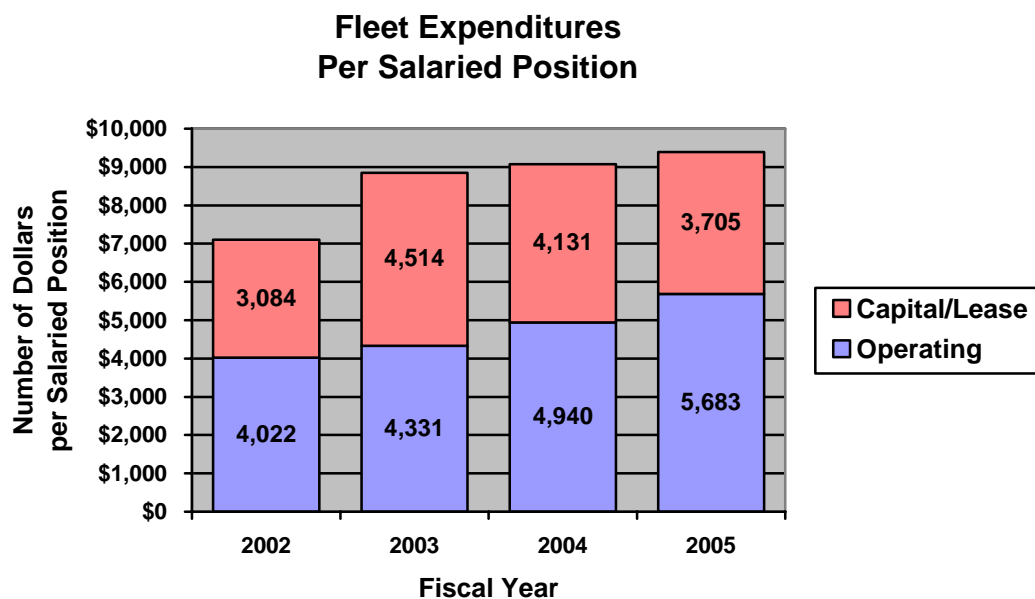
Measurement and Data Collection:

The data is collected based on expenditures and expenses recorded in the statewide financial accounting system.

Fleet is defined as equipment (motorized and non-motorized) identified by the department with a fleet number. All expenditures and inventory usage have been included if a job number associated to the equipment (fleet number) was identified with the expenditure. Expenditures charged to the following have been included: capital leases, operating leases, and purchase of fleet assets. Expenditures do not include the employer's share of Social Security/Medicare taxes and the department's match for deferred compensation.

Improvement Status:

Capital fleet expenditures (leases and acquisitions) for FY 2005 are consistent with the average of the previous three fiscal years. Fleet operating expenditures reflect an upward trend for FY 2005. The majority of the increase can be attributed to fuel costs, which increased \$639 per salaried position from FY 2004 to FY 2005, consistent with fuel cost increases across the nation.



Desired
Trend:

N/A

Best Value for Every Dollar Spent

Building expenditures per salaried position

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

The measure tracks the cost of operating department buildings and department building capital improvements.

Measurement and Data Collection:

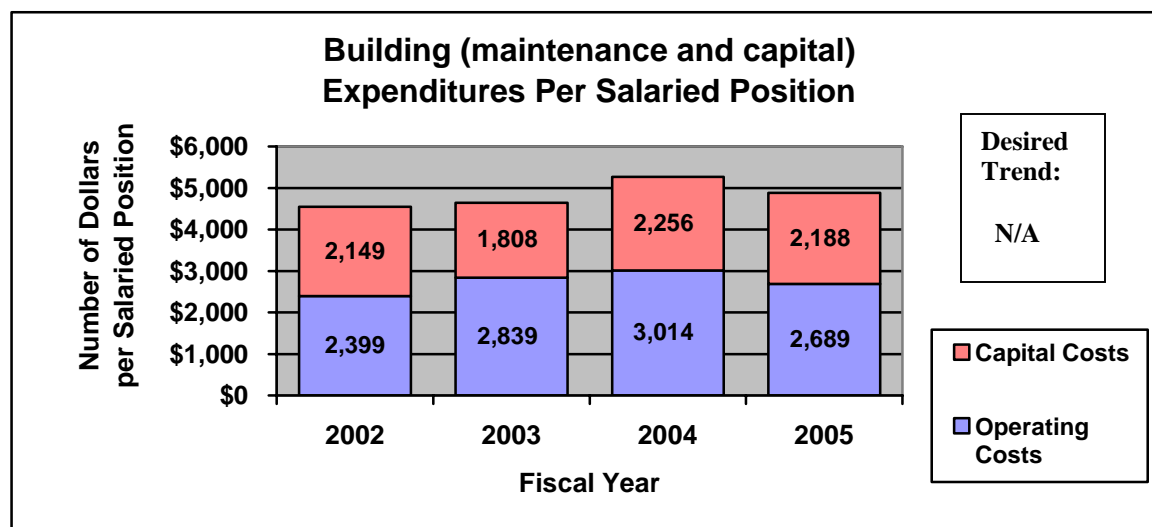
The data is collected based on expenditures recorded in the statewide financial accounting system. The following expenditures are included in the analysis:

Included are the cost of labor, benefits, and materials for central office facilities management and facilities maintenance divisions. It does not include the employer's share of Social Security / Medicare taxes and the department's match for deferred compensation. Operating expenditures, including repair supplies, custodial supplies, janitor and other services, repair services, building and storage leases, and utilities have been included in the data where a building job number has been assigned. Labor by department employees charged to a building job number is not included unless the employee is assigned to the facilities management and facilities maintenance sections of central office.

Expenditures for capital projects are costs charged to a construction project.

Improvement Status:

Capital expenditures are relatively smooth over the four-year period. Although FY 2005 reflects a downward trend in operating costs of buildings, FY 2004 reflects an increase. The two years averaged are a smooth trend with FY 2003.



Best Value for Every Dollar Spent

Utility expenditures per square foot of occupied space

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

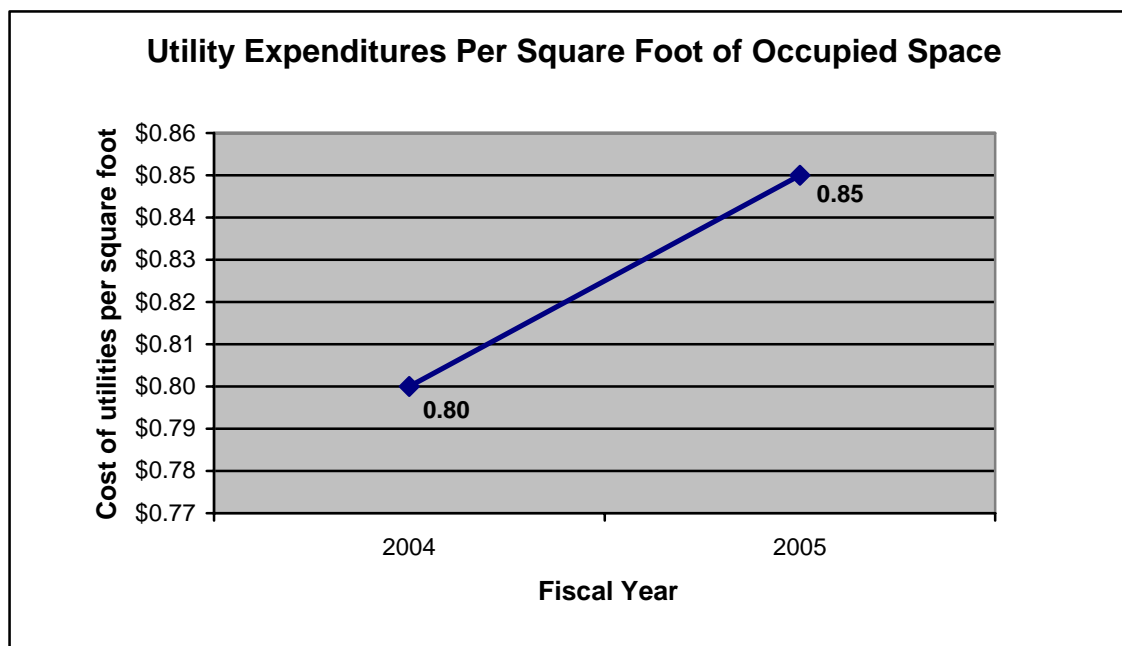
The measure tracks the department's utility costs for occupied buildings.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures classified as: electricity (excluding roadways, lighting and signal), natural gas, propane (excluding employee travel), water and sewage, fuel oil, and other fuel and utilities, are included in the data. Occupied square footage includes all buildings, including leased buildings where the department is responsible for utilities. The buildings may contain material, equipment, people or any combination.

Improvement Status:

The Department's electric and water sewage costs increased 7% and 8% respectively from 2004. The electric increase is consistent with the increase in utility costs nationwide. A comparison of the March 2005 to March 2004 total U.S. electric power industry reflects a 7.2% increase. The cost per square foot was revised from previous Tracker reports as a result of the availability of additional square foot data. The fiscal year 2004 comparative data has been restated.



**Desired
Trend:**

N/A

Best Value for Every Dollar Spent

Dollars expended on non-design related consultants

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

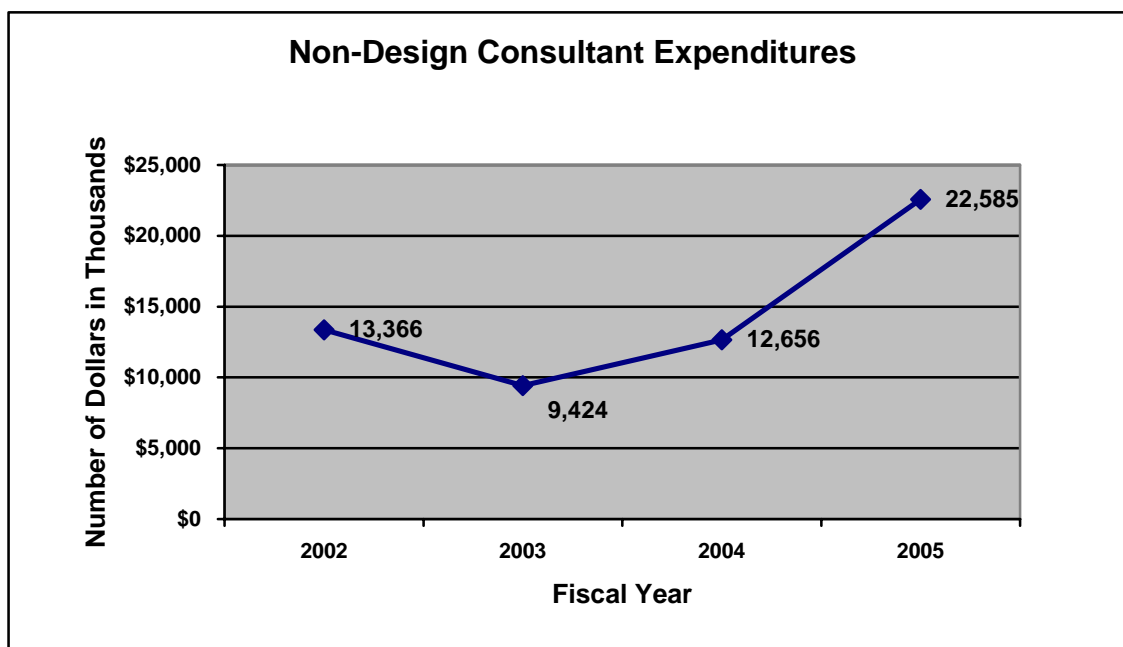
The measure tracks the department's use of non-design consultants.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. The data includes expenditures for professional services and computer information services.

Improvement Status:

Included in FY 05 consultant expenditures are costs related to the Motor Carrier Services' integrated software project, approximately \$8 million, and consultant services for Statewide Integrated Management and Operations Plan, Missouri Weather Response System, and the Missouri Statewide 511 and work zone systems. Expenditures for non-design consultants in a fiscal year are dependent on the Department's needs. Fluctuations between fiscal years are not abnormal.



Desired
Trend:



Best Value for Every Dollar Spent

Percent of vendor invoices paid on time

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

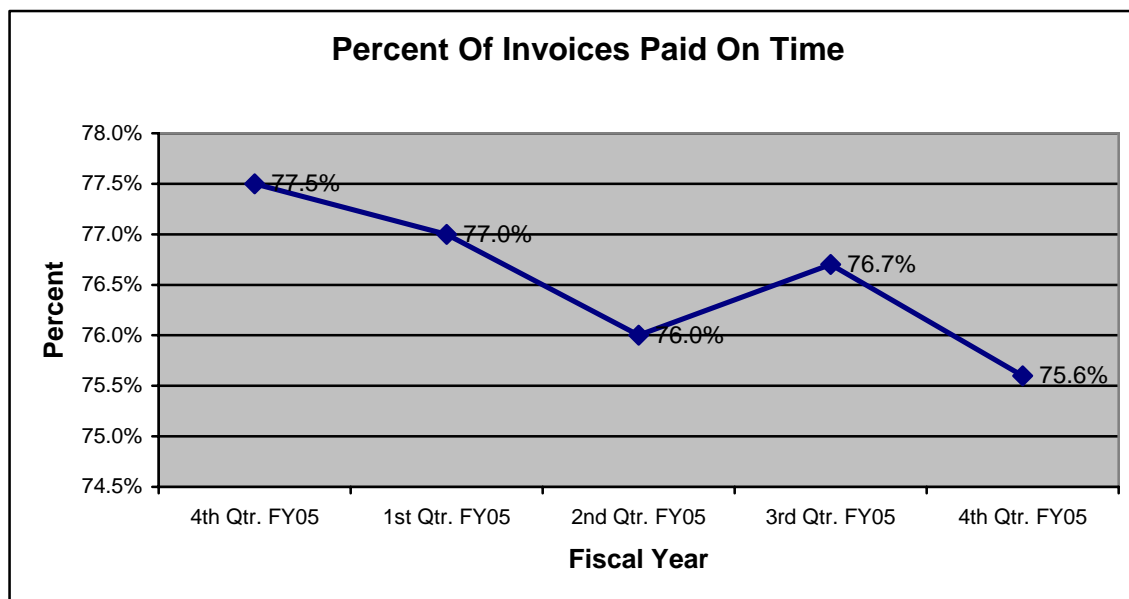
This measure tracks the department's timeliness in processing vendor payments.

Measurement and Data Collection:

The data is based on check date and the date of service or receipt of goods. The number of days between the date of service or receipt of goods and check date determines if an invoice is paid timely. Timely is defined as a check issued less than 31 days from the date of service or receipt of goods.

Improvement Status:

The percent of invoices paid on time indicates a decrease over the five quarters. Processes will be reviewed to determine procedures necessary to improve the percent of invoices paid within 31 days.



**Desired
Trend:**



Best Value for Every Dollar Spent

Percent of actual state highway user revenue vs. projections

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Todd Grosvenor, Finance Manager

Purpose of the Measure:

The measure shows the precision of the state highway user revenue projections.

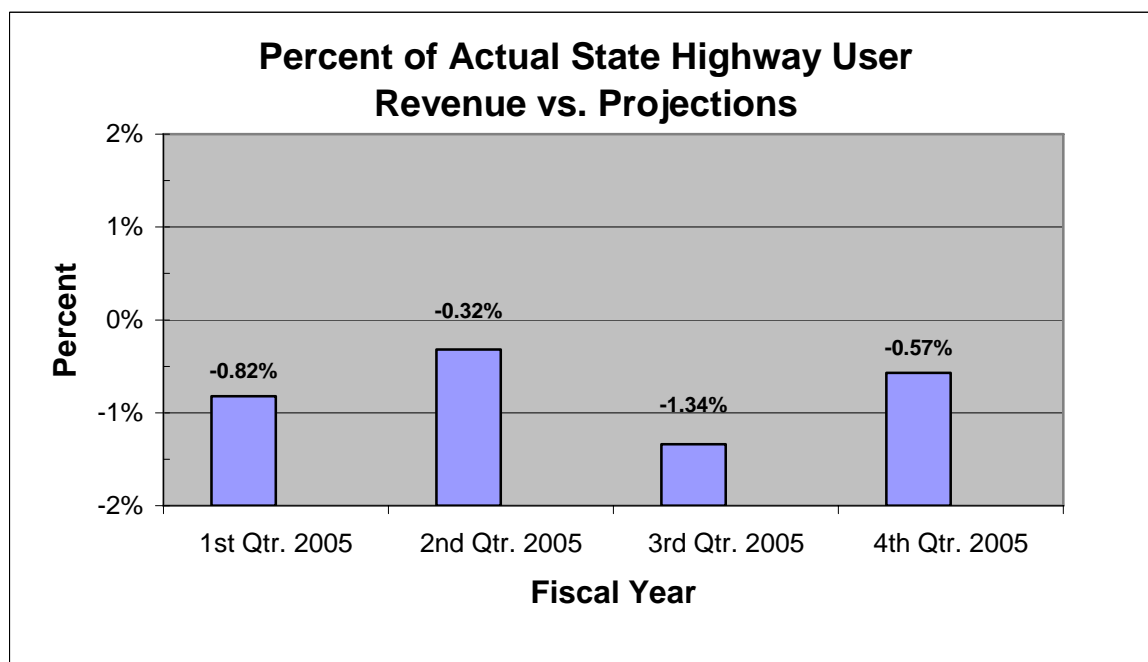
Measurement and Data Collection:

State highway user revenue includes: Motor Fuel Taxes, which are taxes collected on each gallon of motor fuel purchased; License and Fees, which are driver licenses and taxes and fees collected on motor vehicle licensing and registrations; and Sales and Use Taxes, which are taxes collected on the purchase of motor vehicles.

Projections are based on the current financial forecast. Percent is based on year-to-date revenues. The actual data is provided monthly to Resource Management by the Controller's Office.

Improvement Status:

The actual state highway user revenue for state fiscal year 2005 is less than the projections for the fourth quarter. The revenue was projected to be \$964.7 million. However, the actual is \$959.2 million, a difference of \$5.5 million and a variance of -0.57%. Increases in License and Fees helped to offset the declines in Motor Fuel and Sales and Use Taxes. The desired trend is for the actual revenue to match projections with a variance of 0%.



Best Value for Every Dollar Spent

MoDOT national ranking in revenue per mile as compared to pavement condition

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Todd Grosvenor, Finance Manager

Purpose of the Measure:

This measure will show Missouri's national ranking in the amount of revenue available to spend on roads and bridges as compared to the pavement condition of the roadways.

Measurement and Data Collection:

The revenue is the total receipts less bonds as reported in FHWA's annual highway statistics report entitled, *Revenues Used By States For State-Administered Highways*. The total mileage is the urban and rural National Highway System miles as reported in FHWA's annual highway statistics report entitled, *NHS Highway System Length – Miles By Measured Pavement Roughness*. The good condition mileage is the urban and rural NHS miles with an International Roughness Index of less than 95 as reported in FHWA's annual highway statistics report entitled, *NHS Highway System Length – Miles By Measured Pavement Roughness*.

The metric accounts for the total receipts for state-administered highways but does not account for the total state mileage. Only National Highway System miles were used for the calculation due to limited pavement condition information for all states. We are continuing to look for pavement condition information for all state administered highways.

Resource Management will maintain the database and the measure will be reported annually. Data to be reported in the October 2005 Tracker

Improvement Status:

**Measure is Under
Development**

Best Value for Every Dollar Spent

Average salary of outsourced contract design and bridge engineer vs. full-time employee

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

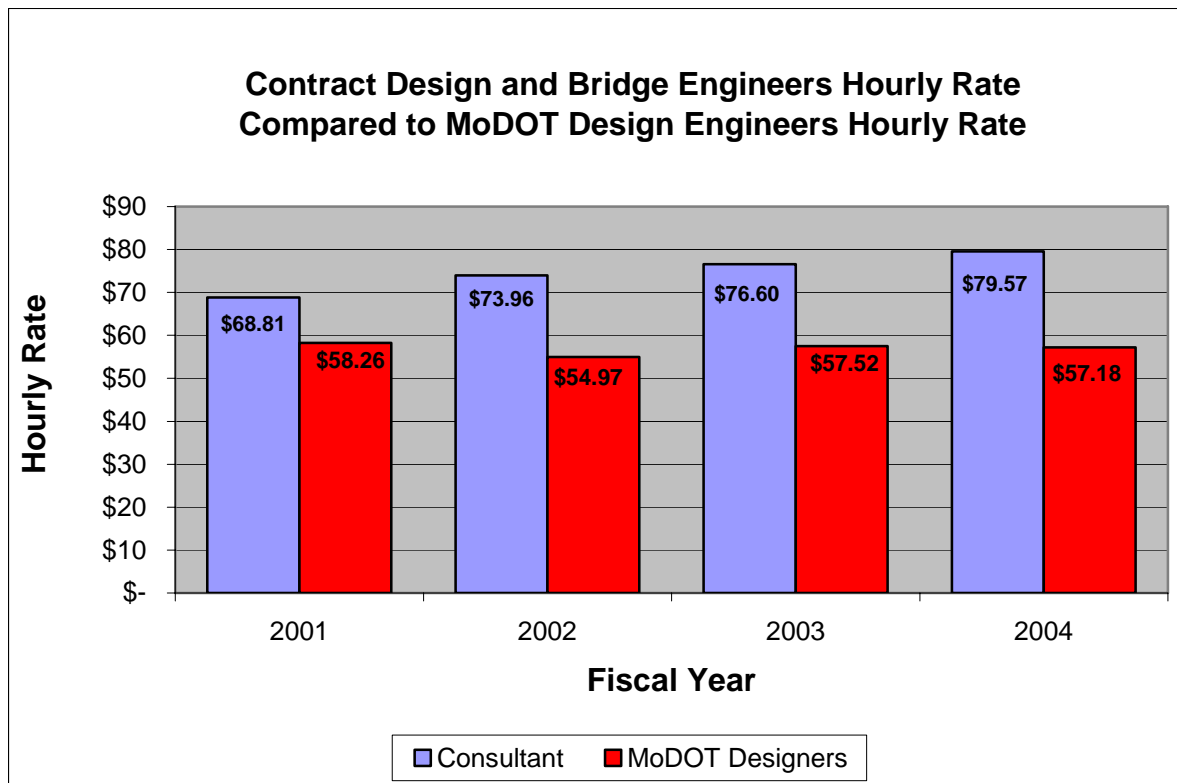
Purpose of the Measure:

The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending for design and bridge engineering efforts.

Measurement and Data Collection:

The data collection is based on outsourced contracts and employee expenditures.

Improvement Status: The process is to measure external design consultant costs and compare to MoDOT staff design engineer costs. Both categories are fully costed and comparable. The graph shows typical inflationary increases. The goal would be to have the costs merge with more consistency between the two categories.



**Desired
Trend:**



Best Value for Every Dollar Spent

Distribution of expenditures by appropriation

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

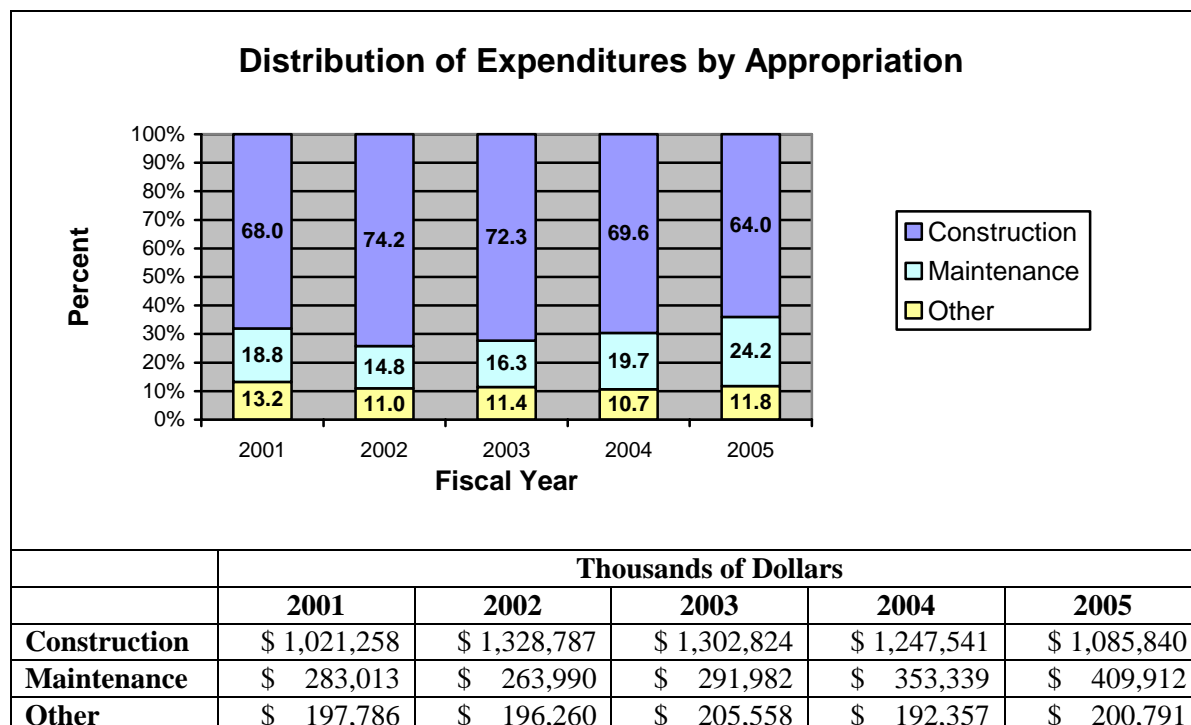
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on the construction and maintenance of our transportation system.

Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations.

Improvement Status:

The Department's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and renovation and construction of the system (construction appropriation). The percent of MoDOT expenditures in maintenance has increased as well as the actual dollars. Expenditures from appropriations other than construction and maintenance are relatively smooth over the last four fiscal years. The desired trend for appropriations other than construction and maintenance is to remain relatively constant.



Best Value For Every Dollar Spent

Number of lane miles per MoDOT employee as compared to neighboring states

Result Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

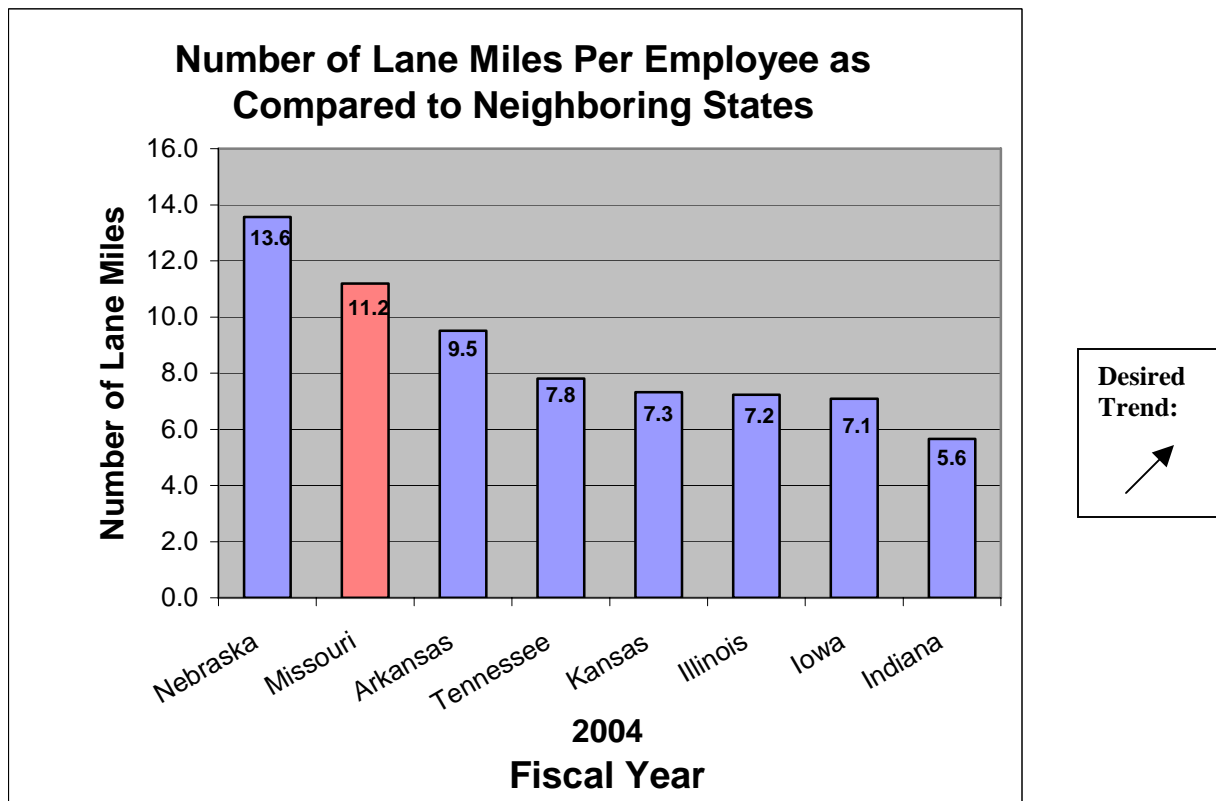
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, by controlling the number of employees.

Measurement and Data Collection:

The data collection on lane miles is from FHWA and the number of employees is from responses by state DOT's.

Improvement Status:

The desired trend is to increase the number of lane miles per employees.



Best Value For Every Dollar Spent

Number of lane miles per MoDOT employee as compared to the ten best states

Results Driver: Pat Goff, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

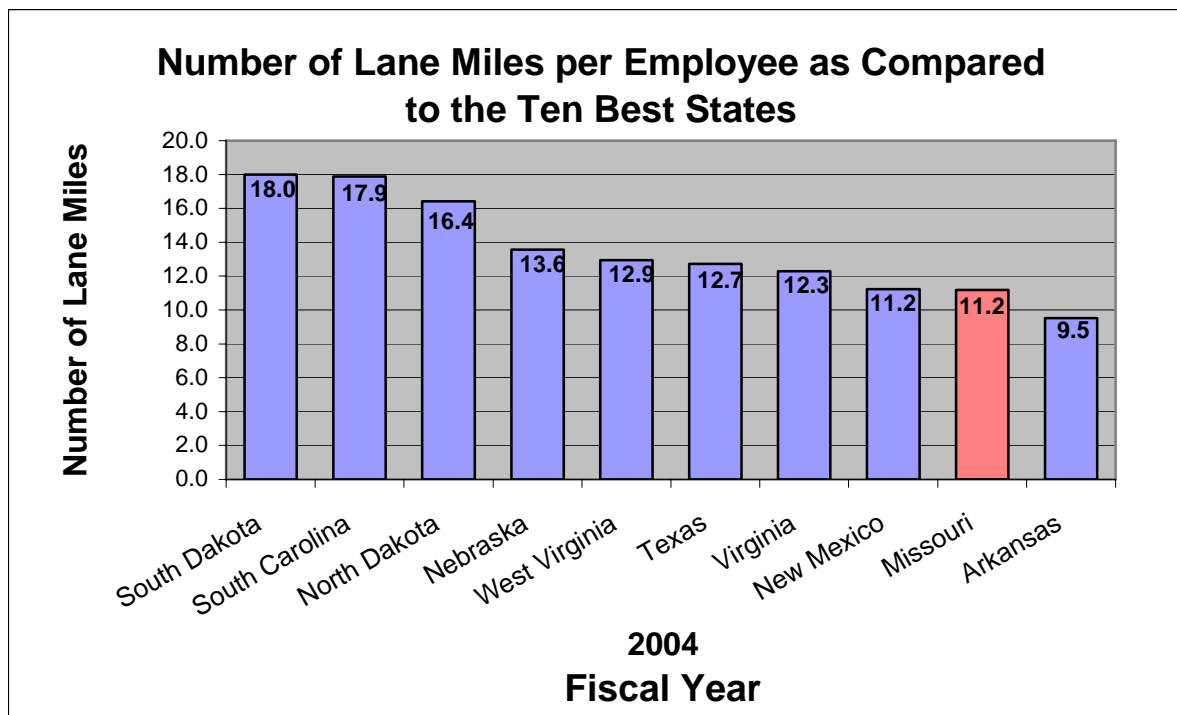
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, by controlling the number of employees.

Measurement and Data Collection:

The data collection on lane miles is from FHWA and the number of employees is from responses by most DOT's. This graph compares the ten highest ranking DOT's in the nation. The states on this graph represent the states with the highest number of lane miles per employee.

Improvement Status:

The desired trend is to increase the number of lane miles per employee.



**Desired
Trend:**

